

2013

Fire Department Business Plan



City of Sugar Land Fire
Department
9/27/2012

FIRE DEPARTMENT BUSINESS PLAN

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FIRE DEPARTMENT 2013 BUSINESS PLAN

EXECUTIVE SUMMARY

The Sugar Land Fire Department (“Department”) is currently 107 FTE’s strong. The Emergency Services division operates 24 hours a day with 87 classified personnel out of seven fire stations and provides core emergency services to the citizens of Sugar Land, as well as the ETJ population, daily business population, pass through commuters, shoppers, and visitors.

Along with the core emergency services, the Department also provides services through the use of

highly specialized personnel, such as: Hazardous Materials, Airport Rescue Firefighting, and Aquatic Services. The forefront of our primary services includes Prevention & Investigation and Public Education which primarily assist, train, and monitors compliance of our structures and living areas and conduct training of strategic methods/measures to assist us in achieving our objective of Safest City.

The Department continues to experience the effects of the City's growth and customer demands as well as transitioning from a small town fire department to a larger, more complex organization. The Department is well aware of the need for fiscal responsibility during these economic times and has developed the FY13-15 Business Plan with this as its foremost priority.

The Department believes that within the next three to four fiscal years it can begin to successfully align resources with needs within the organization by implementing a big-picture strategy in order to meet the anticipated objectives.

A high priority of the Department is currently participating in a strategic project: Community Standards for Emergency Medical Services. Along with that priority, the Department will also continue to look at many of the key issues listed below:

- Community Service Level Requirements
- Structure Issues
- Organizational Issues
- Operation Issues
- Employee Development Issues

We will also continue establishing the Logistics section to include a comprehensive, strategic approach, which includes fleet management, up-to-date accurate inventory on all vehicles and capital equipment, protective equipment, equipment and supplies. This also includes a need for clear policies and planning for the replacement of some of its most critical service-related assets. Growing and developing this area in its personnel, policies, procedures, projections, standards, bench-marks, etc. would assist in future alignment of resources; specifically, addressing the expensive apparatus, reserves and costly equipment.

Numerous Key Issues the Department is continuing to address have a common underlying need: The need for pro-active, strategic and tactical planning. However, when dealing with the Fire Service in any area; call volume, type of call, plan of attack, success rate thereof, recruiting, hiring, pay, work schedules, benefits, etc. there are numerous variables that are not conducive with the private sector or any sector other than the Fire industry. The Department does not have a grasp on these variables nor

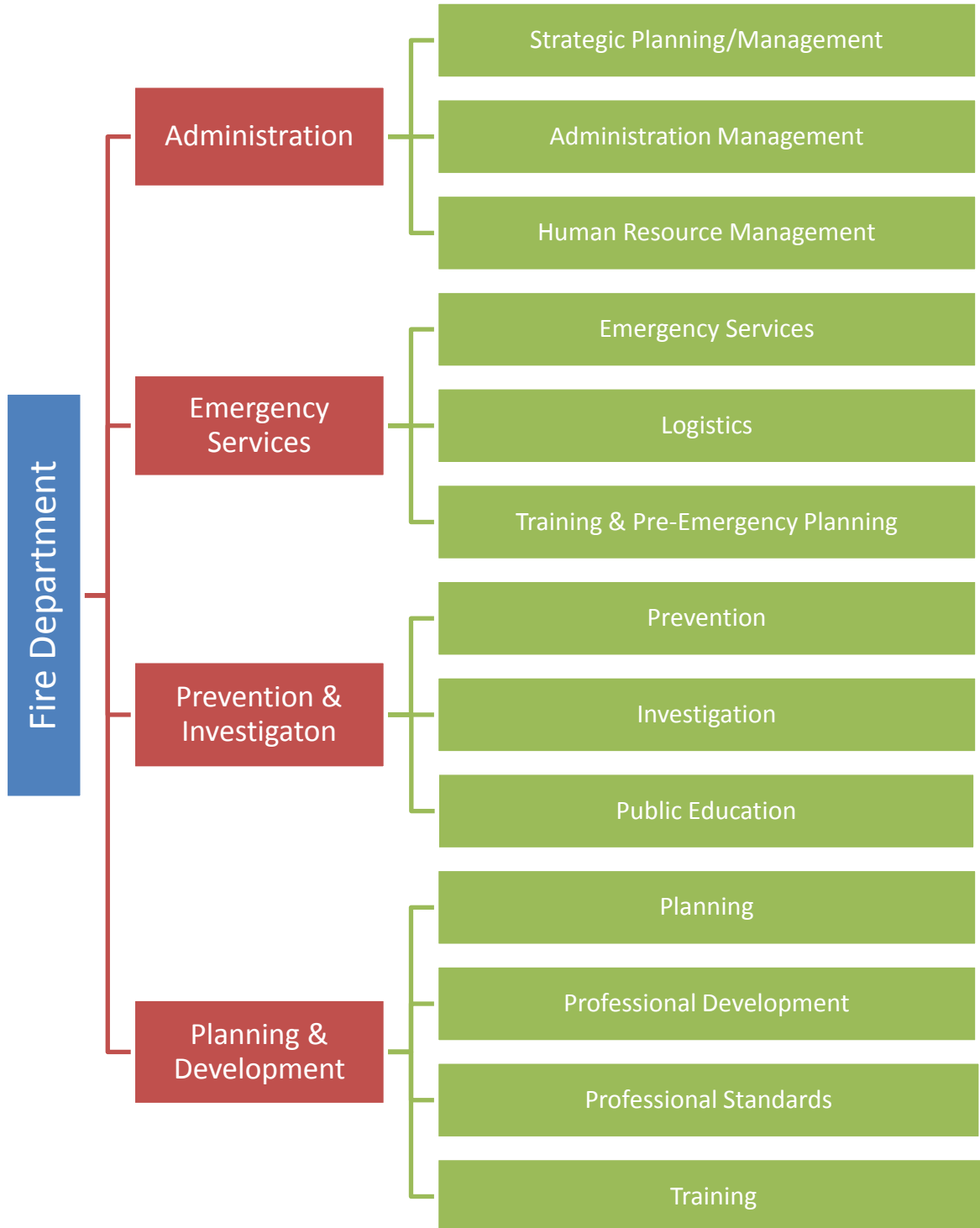
are they inventoried in order to conduct good, meaningful analysis which would provide suitable information for strategic and tactical decision making. Absent are models based on statistical analysis of fire incidents, utilization rates for fire personnel, skill level, success rates, need for service, etc. In summary, the Department has and will continue to get direction from City Council goals, City Management initiatives as well as industry standards and mandates in order to plan accordingly and optimize current and future resources; however, the Department needs to look at specific positions and additional systems and processes to help fill gaps. The Department's current strategic projects include Community EMS Standards and other projects which have us as a team member include: Health Authority Strategic Project, Joint Training Facility with SLPD, Stadium Construction, Event Overtime and Fee Study.

MISSION STATEMENT

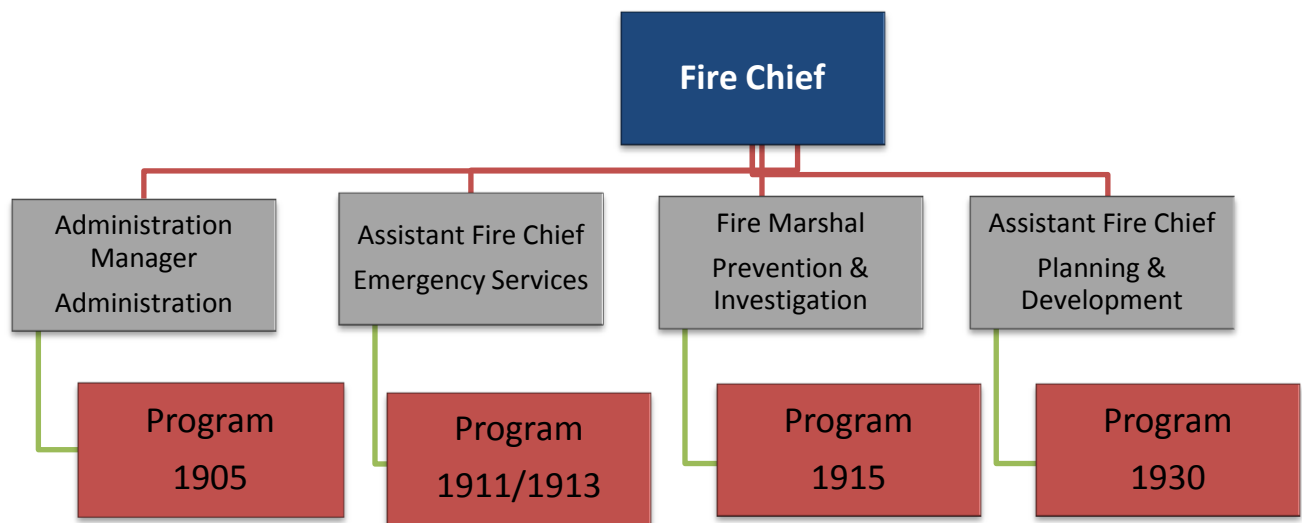
The Sugar Land Fire Department's mission is to offer excellent service by collaborating, acting with integrity and exhibiting trust; creating a safe place to live, work and play.

ORGANIZATIONAL & FUNCTIONAL STRUCTURE

This section should illustrate how the services are delivered within the programs of the department. There is no need to list positions or names in this chart.



DEPARTMENT REPORTING STRUCTURE



2013 PROGRAM OF SERVICES

ADMINISTRATION - 1905

PROGRAM SUMMARY

The Administration program is responsible for the strategic planning/management of the Department as well as the overall day to day functions to meet established service levels. It is also responsible for establishment and compliance of policies. Responsible for maintaining adequate resources via the budget process and all other components common to all divisions; maintain staff according to authorized positions budgeted, strategically plan for future needs and services to the City of Sugar Land.

The Administration division consists of the Fire Chief and administrative staff; however, Services are accomplished by collaboration with Planning & Development, Emergency Services and Prevention & Investigation division heads. The primary hours of operation are normal business hours 8 – 5, Monday through Friday. Routinely, the Division Heads & Fire Chief are required to perform functions afterhours and weekends to accommodate community sponsored events, presentations, town hall meetings, etc.

The majority of processes are routine in nature: bi-weekly payroll, strategic planning with Department Heads, City Council, Budget, routine turn-over of personnel, planning of new fire stations, daily operational functions requiring personnel status changes, and addressing routine & non-routine industry standards, mandates & trends. The management of the department also includes ensuring 100% compliance of all city and internal policies and procedures.

Administration's three primary Citywide Goals that the Administration Program impacts are as follows:

Goal: Safest City in Area

- Rapid Response to an Emergency: Police, Fire, EMS, Public Works
- Improved Emergency Preparedness through Better Coordination and Intergovernmental Cooperation
- Work with Community Through Partnerships in Safety for Education and Prevention
- Work Highly Visible with People Feeling Safe and Confident in the Response

Goal: Responsible City Government

- Cost-effective Delivery of City Services: Value for Tax
- Championship Workforce: Professional, Well Trained, Appropriately Compensated
- City Operating as a Service Business
- A Leader in Customer Service – Superior Service

Goal: Well Planned Community

- Predictable, Compatible Land Uses through Zoning and Comprehensive Planning –
- Adequate Infrastructure and Services to Support Growth and to Sustain Our Existing Community

- Creating an Environment to Encourage Citizens to Live, Work, Plan and Shop in Sugar Land
- Annexation Agreements to Establish Critical Paths and Trigger for Action

SERVICES AND SERVICE LEVELS

Service: Strategic Planning

Strategic Planning/Management: Anticipate, plan and develop innovative methods for best practices of public safety considering customer demand, revenues, mandates, societal changes and industry standards to provide the efficient and effective public safety service to benefit the customer creating the safest city in the area. Also, to manage the customer relations of the department, to nurture employee relations, encourage career development, recruit, coach, counsel and process routine operational duties such as payroll and benefits. A continued effort to ensure proper succession planning for key positions, coordinate resources and determine necessary methods to achieve all service levels as established in business plan and within approved budget. Monitor performance in accordance with performance measures and recommend innovative changes as necessary. In order to accomplish strategies and goals, coordinate people/positions efficiently and effectively. Communicate what objectives or aspects of the work have the highest priority for others. Develop, present and manage business plan, budget, projections, annual reports, ad-hoc reports and measures for effective, efficient and predictable outcomes. Means to maintain ISO rating and research benefit of Fire Service Accreditation.

Strategic planning includes intergovernmental relations activity to influence and promote public policy, industry standards or other policy decisions through professional organization participation and legislative activity that assists in obtaining funding, promotes best practices, and minimizes unfunded mandates. Collaborate and partner with inter-departmental, inter-jurisdictional and regional agencies to provide effective, efficient fire services.

Special projects, reports, studies and analysis benefiting the Department or overall organization.

Activity: Strategic Projects

Using the City's method (SharePoint), prepare the appropriate document outlining the goals, objectives, scope, timelines, team and other pertinent information. Obtain proper approvals and manage accordingly to meet milestones until project is completed or designated to be tabled due to financial changes or City designates as lower priority.

As a team member on another Department's project, we work to contribute as a team member, strive to make all meetings and stay in the loop and contribute to overall objectives to meet milestones and ultimate goal of project.

Activity: Budget Administration

Develop a budget that will accurately reflect the costs to accomplish the City's goals and objectives. Include accurate current fiscal year projections. Ensure requested enhancements and other requests are thoroughly researched and projected at the appropriate one time or recurring figures. The Department will fully present the budget and advocate for required enhancements and show direct correlation to maintain or increase service levels. The Budget should reflect the Department's business plan to show long range planning/goals and objectives unless an unexpected change occurs in an unforeseen mandate or other charge enforced by other industry related entities.

Activity: Business Plan

Develop and maintain a business plan that accurately reflects the costs and components required by the Department to accomplish the City's goals and objectives. Include accurate estimated costs and increase accordingly each year to project inflation or other additional costs passed down by industry entities. The Plan will be changed annually to include organizational or function/service structure changes.

Service: Administration Management

Oversee and evaluate the day to day operations and effectiveness of all programs with the Department to ensure that daily services to the community are received while internal customers receive administrative and clerical support. Administer approved budget. Provide overall management and administration of Fire Department activities and core business functions. Provide efficient and effective internal and external customer service. Produce Payroll bi-weekly with minimal manual intervention, maintain department records via Records Retention rules/regulations, purchase supplies, coordinate travel and training, process P-Card reconciliations and reports, and analyze response and budget data to ensure best practices. Review and amend policies and procedures, resolve operational issues, and coordinate between appropriate programs or division.

Assist with monitoring compliance of departmental and City policies as well as, Texas Commission on Fire Protection and Texas Department of Health standards. Maintain internet/intranet, contracts, agreements and assist with overall functions such as Fire Academy, MYAC, SL101, and all other special/community centered events and ceremonies. Represent the City and Department with the media, other governmental entities and city council in accordance with established city management protocols.

It is expected that all operational type reporting such as quarterly reports and external reports to industry agencies will be done on a routine and timely basis. This will be accomplished by using AS400, RMS, TeleStaff or other ad-hoc reports.

Activity: Policies & Procedures

Ensure that the Department's policies and procedures accurately reflect the standards and expectations of the Department and align with City policies and procedures. Ensure that they are current, routinely reviewed and easily accessible by all personnel in the Department.

Activity: Quarterly Reporting

Ensure that the Department reports service levels, budget, and other activity are reported accurately and timely.

Service: Human Resource Management

Direct strategies to improve employee relations and encourage continued development. Assist with all human resource related functions in any capacity such as committees, coordination, scheduling, reviewing current processes or documentation. Assist in activity to actively recruit for new firefighters. Provide timely processing of timesheets and personnel actions. Champion organization values (CHAMPS) within Department and exemplify to employees. Manage personnel in accordance with employee policy manual and develop employees.

It is expected that during business planning processes and budget preparation, we will review strategic plans for hiring, promotional processes, special pays, overtime and all other personnel related expenses to budget appropriately within the Department and that of Human Resources. The Chief works with all other division heads to ensure that Performance Plans adequately reflect expectations and appropriate evaluation for positions. The Department will continue to participate with the City to promote Wellness, Administrative Professionals, and other activity to assist in ensuring CHAMPS is exemplified throughout the organization.

SERVICE LEVEL EXPECTATIONS

Program: Administration	
Service (Activity)	Service Level Expectation
Strategic Planning/Management	Coordinate resources and determine necessary methods to achieve all service levels as established in business plan and within approved budget. Monitor performance in accordance with performance measures and recommend innovative changes as necessary.

<i>Strategic Projects (Lead)</i>	Ensure planning and completion within targeted milestones and within budgeted constraints
<i>Strategic Project (Team Member)</i>	Ensure full participation to assist organization success
<i>Budget Administration</i>	Ensure budget is prepared and presented based on business plan strategy as well as that of city management. Review routinely to ensure budget is allocated as planned and within approved policy. Work to end year to be within 98% of budget.
<i>Business Plan</i>	Ensure Plan is developed and maintained to adequately reflect the strategic planning and any unforeseen mandated changes to ensure accurate budget preparation and decision making. Business Plan is to be prepared and presented at due dates established by the Budget Office.
Administration Management	Oversee and evaluate the day to day operations and effectiveness of all programs with the Department to ensure that administrative and clerical support is received. Administer approved budget. Provide overall management and administration of Fire Department activities and core business functions.
<i>Policies & Procedures</i>	Department policies are current and posted. Personnel participate in routine policy reviews by the City as scheduled
<i>Quarterly Reports</i>	Quarterly reports are prepared and communicated to the Budget office within specified due dates
Human Resource Management	Ensure appropriate authorized position levels are maintained, policies followed, consistent application of coaching, counseling and discipline, exemplify CHAMPS and record personnel changes via timely payroll status change forms.

EMERGENCY SERVICES - 1911

PROGRAM SUMMARY

The Sugar Land Fire Department provides core emergency services, including fire, emergency medical services, technical rescue, hazardous materials mitigation, and aquatic response to the citizens of Sugar Land, ETJ population, daily business population, pass-through commuters, shoppers, and visitors. The Fire Department operates out of seven fire stations, with six stations located within the city limits and one station in the ETJ covering 55 square miles and a population of 110, 00.00. Sugar Land fire department responded to 6331 calls for service with an average response time of 5:09 seconds in the incorporated city limits and 6:16 seconds in the ETJ.

Response time can be tied to performance because it directly relates to fire growth and patient survival during cardiac arrest.

The American Heart Association recommends achieving the goal of early defibrillation and that all emergency personnel should be trained and permitted to operate an appropriately maintained defibrillator. When CPR and defibrillation are provided within eight minutes of an episode, a person's chance of survival increases to 20%. When these steps are provided within four minutes and a paramedic arrives within eight minutes, the likelihood of survival increases to over 40%. (American Heart Association)

The National Fire Protection Association (NFPA) recommends in standard 1710 that response time (dispatch to scene arrival) to a fire suppression incident should occur within 320 seconds of dispatch for the first company and 560 seconds or less for a full first alarm assignment. Additionally NFPA 921, Section 5.10.4.1 states “flashover represents a transition from a condition where the fire is dominated by burning of the first item ignited to a condition where the fire is dominated by burning of all items in the compartment” and 5.10.4.6 states “flashover times of 3 to 5 minutes are not unusual in residential room fire tests and even short times to flashover have been observed in no accelerate room fires.”

The department’s current inventory of front line emergency response vehicles are comprised of five class A pumpers, two quint/aerial, one Command, and 2 ancillary vehicles. Two of the class A pumpers are equipped with pre-plumbed foam capabilities. Engine 1 carries 20 gallons of Class A foam and 80 gallons of Class B. Engine 3 carries 75 gallons of Class B foam. The remaining fleet each carries 10 gallons of Class B foam. The department’s 2 quints consist of a 75’ and 100’ aerial devices; they each carry 10 gallons of Class B. One command vehicle consists of a suburban outfitted for incident command. The ancillary vehicles consist of a fully equipped Haz-mat response vehicle and a one and one-half ton tow vehicle.

The Emergency Services program operates to meet the City’s goal of Safest City in Area

- Rapid Response to an Emergency: Police, Fire, EMS, Public Works
- Improved Emergency Preparedness through Better Coordination and Intergovernmental Cooperation
- Work with Community Through Partnerships in Safety for Education and Prevention
- Work Highly Visible with People Feeling Safe and Confident in the Response

SERVICES AND SERVICE LEVELS

Service: Emergency Response

Emergency response is accomplished using 5 engines, 2 quint/aerials, one Battalion Chief suburban and mutual aid as needed. Daily staffing consists of a minimum of twenty-five personnel per shift.

Activity: Fire Suppression

Provide life safety, incident stabilization, and property conservation due to the spread of fire.

Activity: Emergency Medical Service

Provide basic life support and advanced life support using prescribed protocols from Medical Director services are delivered by personnel with three certification levels of EMT-B, EMT-I, and EMT-P.

Advanced skills are delivered at the EMT-I level based on protocols. Staffing of advanced skills on apparatus is maintained with a pool of 36 advanced skill personnel, with minimum staffing of one advanced skill per responding first out unit.

Activity: Technical Rescue

Respond to situations of entrapment to provide and coordinate technical rescue for the following event types: Vehicle, and Machinery Rescue.

Activity: Hazardous Material Response

Respond to hazardous material incidents in 13 county region for type II or type III events that have adverse effect on the health of persons, wildlife, plant life or the environment to provide and coordinate tactical response to establish perimeter, confine, contain, and mitigate the removal of hazardous materials through contracted services. Mitigation is accomplished using one Hazardous Materials response unit housed at station 5 with a minimum of 3 certified Hazardous Materials Technicians. Hazardous Material incident response is supported by additional on-duty technicians and other resources staged throughout Fort Bend County.

Activity: Aquatic Response

Operating from one primary fire station, 1 response unit consisting of 2 boats, 1 vehicle, 1 enclosed trailer, with 3-trained personnel per shift respond to aquatic events that occur within the City limits or ETJ. Aquatic response will consist of underwater evidence, vehicle, and body recovery; flood assistance and evacuation; stranded boater or swimmer rescue; and special event standby. The aquatic response will be supported by other on-call, off-duty dive team members, non-department members spread throughout the city and county, with the equipment housed at fire station 4.

Service: Logistics

Operating from Fire Administration, one captain and one lieutenant provide logistical support primarily to the Emergency Services Division but will support the entire Department. Logistics consists of planning, writing specifications and purchasing of non-capital and capital equipment; maintain inventory

control over capital assets and consumables. Work to finalize service contract and perform testing to meet various local, state and national standards/mandates.

Service: Preparedness

Operating with 103 uniformed personnel, the department prepares for and responds to special events such as festivals, holiday gatherings; and natural disasters. Personnel from the fire department typically play key roles in the City's incident command structure. Preparation for such events consists of ICS 300, 305, 314, and 400 series training, drills both at the local and regional level, company training, and pre-emergency plans.

Activity: Special Events

Special events group is a part of overall city response to disasters or planned events that impact the City or its extraterritorial jurisdiction and will be provided by trained personnel who have received ICS 305, ICS 314 or position specific training that work with other city employees at the established command post.

Activity: Company Training

Complete company training that maintains or increases firefighting and rescue skills and maintains maximum ISO points rewarded for training.

Activity: Pre Emergency Plans

Complete pre-emergency plans of commercial structures that will increase firefighter knowledge of building layout and give the incident commander knowledge of building construction, floor plan and mechanical and electrical systems contained within the building.

SERVICE LEVEL EXPECTATIONS

Program: Emergency Services	
Service (Activity)	Service Level Expectation
Emergency Services	
<i>Fire Suppression</i>	In the incorporated areas arrive from the time of dispatch within 320 seconds or less for the first arriving engine company at a fire suppression incident and arrive from the time of dispatch in 560 seconds or less for the deployment of an initial full alarm assignment at a fire suppression event, 50 percent of the time.

<i>Emergency Medical Service</i>	In the incorporated areas arrive from the time of dispatch within 300 seconds or less, 54 % of the time.
<i>Technical Rescue</i>	In the incorporated areas arrive from the time of dispatch within 320 seconds or less 68 % of the time.
<i>Hazardous Materials Response</i>	Deploy within 15 minutes of dispatch, 90% of the time.
<i>Aquatic Response</i>	Deploy within 30 minutes of dispatch, 90% of the time.
Logistics	Critical infrastructures issues are addressed within the same business day; planning, purchasing, inventory are ongoing.
Preparedness	
<i>Special Events</i>	Maintain skills of 15 personnel that have been trained at the 305 or 314 level courses.
<i>Company Training</i>	Fire training hours average 22 hours per month per shift employee.
<i>Pre Emergency Plans</i>	Complete eight plans per company per shift annually.

PREVENTION/INVESTIGATION & PUBLIC EDUCATION - 1915

PROGRAM SUMMARY

The Fire Prevention Division serves our community by inspecting new construction, existing commercial and public buildings for fire and life safety hazards. Inspectors check structures for compliance with the code provision for building construction, fire protection systems and safe operating practices. The Fire Prevention Division also provides fire and life safety programs to our business community, schools, community organizations and citizens. Preventing fires is without a doubt the most cost efficient form of fire protection.

SERVICES AND SERVICE LEVELS

Service: Fire Protection Engineering

The Fire Marshal meets with engineers, architects, contractors, property owners and other city officials in pre development meetings to discuss proposed projects. Design standards, code information, regulations and procedures applicable to the project are provided to the customer(s).

Activity: Plan Reviews

Project plans are reviewed for code compliance and review comments are recorded in a review letter which is provided to the customer by the development coordinator. If plan changes, clarifications or modifications are required, the customer responds with a re-submittal which is reviewed. Approved plans are then cleared for permitting.

Service: Fire Code Enforcement

Fire inspectors conduct inspections of new construction to insure compliance with applicable rules, regulations, codes and standards. The inspection process often requires functional test of systems and building features to insure they operate as designed. When deficiencies are noted, re-inspection or testing is scheduled. Upon satisfactory completion of inspections and test, approval is granted for occupancy.

Activity: Inspections

Inspectors conduct inspections of existing occupancies to insure fire and life safety systems and the structure are maintained in compliance with applicable rules, standards and codes. Deficiencies are noted in the inspection report and the inspector reviews the document with the building representative. Re-inspections are scheduled and conducted as needed until compliance is achieved.

Complaints received regarding violations are investigated and appropriate corrective enforcement actions are taken. Violations documented during inspections are reviewed with property owners/representatives and corrective action necessary to achieve compliance discussed. Where immediate corrective action is not warranted, a mutually agreeable re-inspection date is established. The re-inspection is conducted to verify compliance.

Service: Fire Investigations

Fire investigators conduct investigation of fires to determine the cause and origin of the fire. Fire causes are classified as accidental, arson or undetermined. In instances where the fire has been classified as arson, the investigator conducts a criminal investigation to identify the person(s) responsible for causing the fire. When a suspect(s) are identified the evidence and case information is presented to the District

Attorney's office. The prosecutor assigned to the case collaborates with the investigator to develop the probable cause affidavit for an arrest warrant. When the arrest warrant is issued, the investigator serves the warrant and arrests the suspect(s).

Additionally, our investigative personnel assist our police department working with the impact and the SWAT teams.

Activity: Investigation

Investigators dispatched to a fire scene initiates an investigation, secures the scene and any evidence discovered. Occupants and others involved at the scene are interviewed and information is documented. Assistance and additional resources are requested as is needed to complete the scene investigation.

All facts and evidence relative to the case is processed and a comprehensive investigative report is produced detailing the cause and origin of the fire. A criminal investigation is initiated in cases determined as arson.

Service: Public Education

The public education staff provides fire and life safety programs and information to our citizens, business community, schools and civic organizations using various delivery methods.

Activity: Other Educational Programs

Safety Surveys: Provide an in-home safety inspection within single family dwellings for all residents who request one. Evaluate home for fire and life safety hazards, make recommendations and educate residents where needed.

Smoke Alarm Program: Existing smoke alarms in single family dwellings are made functional via battery replacement and/or smoke detection provided by installation of new smoke alarms.

School Programs: Fire safety programs are provided to elementary classes within public and private schools. Various requests are made from the Jr. and Sr. high levels and accommodated for such as career days, etc. These programs are designed to provide children a broad range of fire and life safety knowledge and skills.

Senior Programs: Provide fire and life safety training at area retirement facilities and organizations serving older adults in the community.

Citizen Fire Academy: Coordinating a multi session program that educates citizens on the capabilities and limitations of service provided. This program educates our citizens about all of the divisions of the fire department and fosters future volunteerism within the community.

Public Safety Announcements: Public safety announcements are produced/ drafted for the CoSL Municipal Channel, website, local print media and the SL Today newsletter.

Fire & Life Safety Training: Businesses, groups and organizations are offered a variety of fire and life safety presentations and/or training. Offerings include fire evacuation/ fire drills, portable fire extinguishers, CPR (layperson-non credentialed) and various other subjects, by request.

Fire Station Tours: Arrange for fire crews to provide tours of the fire stations at pre-arranged times for local groups.

Special Events: Provide staffed displays at health fairs, town hall meetings, etc.

CoSL Public Access AED Program: Provide maintenance and training for the automatic external defibrillator program within employee occupied city buildings.

SERVICE LEVEL EXPECTATIONS

Program: Planning and Development	
Service (Activity)	Service Level Expectation
Fire Protection Engineering	
<i>Plan Reviews</i>	Review 95% of plans within the specified due date.
Fire Code Enforcement	
<i>Inspections</i>	95% of inspections completed within the scheduled time frame
Fire Investigations	
<i>Investigations</i>	95% of investigations resolved with cause determination.
Public Education	
<i>Other Educational Programs</i>	95 % of programs are scheduled within 24 hours of being requested and completed within the allocated time.

PLANNING & DEVELOPMENT- 1930

PROGRAM SUMMARY

The program operates to meet the City's goals of Well Planned Community, Safest City in Area, Responsible City Government & Mobility for the People.

The Planning and Development Division is responsible for four key areas (Planning, Professional Development, Professional Standards, Safety and Training). Offices in this Division are staffed Monday through Friday, 8:00 a.m. to 5:00 p.m.; however, some personnel follow the 9/80 alternative schedule. In addition to this regular schedule personnel are typically required to work additional hours in order to provide scheduled and required training or conduct investigations. In addition, three personnel in this Division work as "On Call Chief Officers" to support the on-duty shift battalion chiefs in a rotating schedule with others in Administration.

As with every Division within the Fire Department, Planning and Development continually focuses efforts on the City's goal of "Safest City in America". This is done by:

- *"Rapid Response to an Emergency: Police, Fire, EMS, Public Works"* – Working with Fire Administration, FD employees and other City and County agencies to outline response needs and develop plans to meet current and future expectations.
- *"Improved Emergency Preparedness Through Better Coordination and Intergovernmental Cooperation"* – Accomplished by working with other City and State agencies to improve training and preparedness of personnel in their ability to respond to a wide-variety of incidents. Also the Division provides safety classes and keeps up-to-date on current trends and mandates that provide our employees safe incident mitigation. They also maintain situational awareness to maintain attentiveness to an event.
- *"Work with Community through Partnerships in Safety for Education and Prevention"* – Accomplished by working with Fire Administration, FD employees, other city departments and outside resources to identify current and future expectations in this area.
- *"Work Highly Visible With People Feeling Safe and Confident in the Response"* – Accomplished by communicating existing plans, working with community organizations and outlining expectations into future and existing plans.
- Safest city in the area is a goal of this office while overseeing the Fire department's Safety Programs. This goal is obtained through prevention, awareness and accountability.

In addition the Planning and Development efforts work towards other City goals like Well Planned Community, Responsible City Government, and Mobility for People. Specific support for these areas is as follows:

Well Planned Community

- *"Predictable, Compatible Land Uses Through Zoning and Comprehensive Planning"* – accomplished by working with Fire Administration and other City departments and outside agencies in coordinating needed activities in the areas of long-term planning, mutual aid agreements and strategic partnership agreements.

- *“Adequate Infrastructure and Services to Support Growth and to Sustain Our Existing Community”* – accomplished by working with Fire Administration, FD employees, and other city departments and outside agencies in areas long-term planning, policy review and update, and communicating department needs.
- *“Creating an Environment to Encourage Citizens to Live, Work, Plan and Shop in Sugar Land”* – accomplished by working with Fire Administration, FD employees, other city departments and community organizations to identify needs and recommend plans and programs to meet those needs.
- *“Annexation Agreements to Establish Critical Paths and Trigger for Action”* – accomplished by working with Fire Administration, other city departments, and outside development companies and various community organizations to outline future needs. These needs will be captured in necessary strategic partnership agreements for future service needs.

Responsible City Government

- *“Cost-effective Delivery of City Services: Value for Tax Dollars”* – Accomplished by working with various outside agencies for different grant opportunities.
- *“Championship Workforce: Professional, Well Trained, Appropriately Compensated”* – Accomplished by recruiting the best employees and outlining appropriate policies.
- *“City Operating as a Service Business”* – Accomplished by working with Fire Administration, in cooperation with other internal and external groups to establish model operational procedures.
- *“A Leader in Customer Service – Superior Service”* – Accomplished by recruiting the best employees and outlining appropriate policies.
- *“Responsible City Government”* - Create record keeping processes that all employees can retrieve and maintain a record and employee tracking system that will help reduce liabilities and all parties involve.

Mobility for the People

- *“Predictable Travel Times – Get Around City with Minimum Congestion, Maximum Safety”* – Accomplished by working with Fire Administration and other City departments to outline appropriate city facilities, equipment and policies to promote faster and safer responses.

Planning and Development has a number of set parameters that are help define the standard priorities of the Division. In some situations these parameters are defined by already-adopted guidance, such as Insurance Service Office (ISO) requirements. Other examples that help drive these priorities are the Texas Commission on Fire Protection, National Fire Protection Association, Texas Department of Health, and the SLFD Medical Director.

While Planning and Development has numerous set criteria which must be met each year, additional workloads are placed upon the Division, just like in Emergency Services, when things change or urgent and emergency situations arise. In these situations other planned events and tasks may need to be changed or modified to focus all efforts on a specific priority. Some examples of these situations include

a new mandate from the City or State, an internal investigation or complaint, unexpected new equipment that requires training, a modification in policy and, of course, an emergency incident.

SERVICES AND SERVICE LEVELS

Service: Planning

Person(s) working in this capacity are responsible for working with other city and departmental groups and individuals on the large-scale and long-term impact areas for the fire department. Some of the areas include budgeting, design and specifications, purchasing of certain equipment, construction of apparatus and facilities, grants and recruiting. The Division also acts as the Fire Department and Fire Chief's liaison with the Intergovernmental Relations Committee, also called the Legislative Liaison Committee (LLC).

Activity: Coordination with Fire Administration

Work with Fire Administration in areas such as budgets, business plans, projections, presentations, and annual reports. Work with other City departments as assigned by the Fire Chief, such as the Intergovernmental Affairs Committee (LLC).

Activity: Policy Review and Update

Work with all internal Divisions in regards to policies and updates.

Activity: Design and Build

Work with Department's Divisions and other entities/agencies on specifications, budgeting, design, purchase, and construction of Department's equipment, apparatus, and facilities. This includes, but is not limited to layouts and functions at the fire stations; fire apparatus operational concepts; new advances in fire and ems functions from stations and apparatus (i.e. medical equipment, foam systems, fire pumps, unit designs, safety features, etc.). Through this work the positives, negatives and associated costs of options and alternatives are outlined.

Activity: Grants

Work with Department and City on grant opportunities, submissions, and awards.

Activity: Recruiting

Work with Fire Administration and Human Resources to identify and participate in recruiting opportunities.

Service: Professional Development

Person(s) operating in this capacity work with the Department and HR in relationship to job descriptions, hiring and promotional processes. They also outline and coordinate orientation processes at various levels that are congruent with the needs of each position and division.

Activity: Job Descriptions

Work with Fire Administration and Human Resources to keep Department's job descriptions updated.

Activity: Hiring and Promotions

Work with Fire Administration and Human Resources to outline, design, and facilitate both hiring and promotional processes. The FD's goal a continual active, valid, and current pool of candidates following the Department's promotional guidelines and annual hiring.

Activity: Orientation and Phase

Work with Department to outline orientation and introductory training criteria and processes for new employees and newly appointed promotions.

Activity: Development

Work with FD to develop long-term developmental goals, identifying appropriate avenues to present and incorporate goals and objectives.

Service: Professional Standards

Person(s) working in this capacity generally report directly to the Fire Chief in situations specific to gathering information and conducting investigations on various related situations. Other areas work with appropriate City and Departmental personnel to facilitate consistency in policies, procedures and practices and serves in capacities on both the City and Departmental Safety Committees.

Activity: Investigations and Reporting

Responsible for gathering information and conducting investigations relative to the Department's issues and reporting findings in a consistent manner to the Fire Chief.

Activity: Consistency/ Oversight

Work with appropriate Department's Divisions and other City departments to facilitate consistency in Department and City policies, procedures and practices.

Activity: Safety Representative

Serve as the chair for the FD Safety Committee, working jointly with the City Safety Committee to investigate accidents and injuries, identify safety concerns and make recommendations for resolution to the appropriate parties. Also, works with FD Safety Committee and FD personnel in regards to safety.

Service: Training

Person(s) working in this capacity are responsible for the departmental training, which includes the development, organization, delivery, consistency, monitoring, coordination, documentation, and auditing of all departmental training. In addition they act as liaisons with other city departments, outside groups and any other training conducted within the Department. They also serve as coordinator for special teams within the department.

Activity: Training – Development

Outlines training needed at all levels for the entire department.

Activity: Training - Oversight

Assists Operational crews with training as needed. Monitors training activities, reporting, documentation, and outcomes, working with Emergency Services to identify and support areas of improvement.

Activity: Training - Delivery

Plans, coordinates, and delivers necessary upper-level training including required Texas Commission on Fire Protection (TCFP), Insurance Service Organization (ISO) training, Texas Department of Health, Texas Commission on Law Enforcement, National Fire Protection Association, and Federal Aviation Administration, Federal Emergency Management Agency, and the Occupational Safety & Health Administration.

Activity: Special Teams Coordination

Coordinator for the Hazardous Materials and EMS Intermediate programs, serving in liaison capacities for the department as needed. Additional training facilitation and support will be required as new programs are added (i.e. Dive/Water Response).

Activity: Record Management

Maintains appropriate training records. Designs and delivers upper-level training.

Activity: Training - Coordination

Facilitates process for personnel applying for and attending outside training opportunities. Also coordinates training from outside resources delivering to Department personnel.

Activity: Training - Facilitation

Coordinates with HR, PD and other City Departments regarding other training needs in the city.

SERVICE LEVEL EXPECTATIONS

Program: Planning and Development	
Service (Activity)	Service Level Expectation
Planning	
<i>Coordination with Fire Administration</i>	Prepare documents and reports as assigned by the Fire Chief or complete tasks for committees and groups assigned
<i>Policy Review and Update</i>	Updated policies are reviewed as submitted and posted according to Department guidelines
<i>Design and Build</i>	Design and build of facilities and apparatus budgeted for and initiated within planned parameters
<i>Grants</i>	Grants applied for as approved by the City and managed within parameters outlined in Grant
<i>Recruiting</i>	Annual recruiting done in target areas
Professional Development	
<i>Job Descriptions</i>	Work with Human Resources to update job descriptions as needed
<i>Hiring and Promotions</i>	Conduct hiring and promotional processes as needed to maintain active pools of candidates
<i>Orientation and Phase</i>	Conduct a comprehensive orientation and phase training and evaluation program for all new hires and promotions
<i>Development</i>	Identify mechanisms to implement and support developmental aspects of Promotional SOP

Professional Standards	
<i>Investigations and Reporting</i>	Timely and appropriate investigation of reported or identified incidents, with detailed reporting to the appropriate person(s) in the chain of command
<i>Consistency / Oversight</i>	Maintain positive working relationships throughout the organization and City, providing information to personnel or informing superiors of issues where needed and appropriate
<i>Safety Representative</i>	Coordinate and conduct quarterly safety meetings , serve as the Department's representative to the City's Safety Committee and oversight of daily safety responsibilities
Training	
<i>Development</i>	Creating or updating mission-specific training classes or drills
<i>Oversight</i>	Monitor and evaluate personnel in any specific phase training program
<i>Delivery</i>	Provide live training classes, evolutions or drills
<i>Special Teams Coordination</i>	Manage the EMS and Hazardous Materials programs as determined by the Fire Chief, EMS Director or other person or agencies as identified by the Department
<i>Records Management</i>	100% of certifications and documentation maintained according to agency requirements
<i>Facilitation</i>	Ensure that all other training requirements are being done correctly, appropriately and within identified time parameters, while also ensuring consistency